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FIELD AND OFFICE RECORDS FOR EXTENSION WORKERS

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INTRODUCTION

Truly worth-while extension teaching involves four steps, each one so conducted as to bring about the active participation of the rural men, women, boys, and girls the cooperative Extension Service is designed to serve. These steps are:

1. A sound program arrived at after careful analysis of situations, needs, and possibilities.
2. An intelligent plan of action.
3. Systematic execution of the plan.
4. Definite provision for determining and recording accomplishments.

Too frequently State and county extension workers have the attitude that if worth-while work has been done that work should speak for itself. This point of view is often excused on the grounds of modesty, when actually it is the natural consequence of lack of foresight and poor planning. Every good extension plan should provide for the measurement of accomplishments, and no piece of extension

8-9113

FIGURE 1.—Sheet from field diary, form EST 1. Twenty-six sheets are folded across the center and stapled inside a cover to form a pocket notebook $3\frac{1}{2}$ by $5\frac{1}{2}$ inches in size. The arrangement of the sheets is such that the double sheet for each day is followed by a double blank sheet for miscellaneous notes.

No matter how sound the program, how good the teaching plan, how successful its execution, satisfactory monthly and annual reports cannot be made without records systematically built up throughout the year as the work progresses.

The system of field and office records outlined in this circular is based upon a detailed study of the various record and report forms in use by State and county extension workers throughout the country. It attempts to cover in as simple a manner as possible the essential record and report functions. The forms presented have been so designed that each form fits in with every other form, and together they present an integrated system which will meet all ordinary record requirements and will anticipate to a large extent the preparation of the annual report at the close of the year.

FARM AND HOME VISITS, MEETINGS, AND TRAVEL EXPENSES

One of the most difficult as well as one of the most important record problems faced by extension workers is that of making adequate notes of service rendered and progress made in connection with farm and home visits, conferences with local leaders, meetings, and similar field activities. Two ways of handling such records are suggested—the field diary, and the individual record and follow-up slip.

FIELD DIARY

Extension workers in many States keep a field dairy which

provides space for recording day-by-day official expenses incurred; the names of farmers, farm homemakers, boys, and girls called upon, together with the information given; meetings held and attendance; requests for information; and miscellaneous notes. Form EST 1 pro-

INDIVIDUAL RECORD AND FOLLOW-UP	
....., 193	
Name	Address
Location	Community
Nature of follow-up	
..... Date	
NOTES:	
Check nature of contact:	
Telephone	Letter Conference leader
Farm or home visit	Office call Meeting
Form EST 2	

FIGURE 2.—Form EST 2. Size $3\frac{1}{2}$ by $5\frac{1}{2}$ inches. The slips are bound at the left in pads of 50.

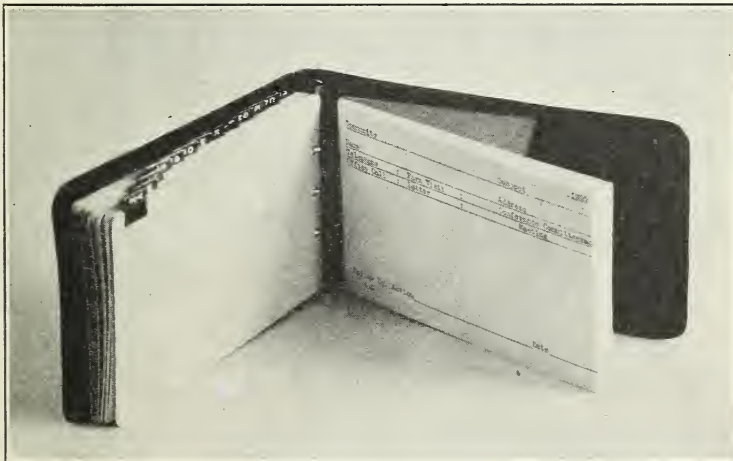


FIGURE 3.—A convenient pocket notebook.

vides a double page for each working day of the month for the use of both State and county extension workers to record official expenses as incurred along with information on field activities (fig. 1). The double page for each day is followed by two blank pages for miscellaneous notes.

The size of the field diary, $3\frac{1}{2}$ by $5\frac{1}{2}$ inches, is convenient for the pocket or handbag and for filing in a standard 4- by 6-inch file. Activity information may be transferred to office forms each day, once a week, at the time expense accounts are prepared, or at any other convenient time. The weekly practice, however, is preferable. The field diary¹ offers a convenient and simple means of recording

OFFICE SUMMARY RECORD FOR MEETINGS AND FARM AND HOME VISITS (To be kept by office secretary)			
When memorandum or follow-up is necessary make additional record on Individual Record and Follow-up blank			
MEETINGS		FARM OR HOME VISITS	
DAY	PLACE	NATURE	ATTENDANCE Adult B. & G.
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			
14			
15			
16			

(Continued on back of sheet)

Form EST 4

FIGURE 4.—Form EST 4. Size 8 by 10½ inches. The front of sheet is ruled to take care of 16 days and the back the remainder of the month and total. The headings are repeated on back of sheet.

daily activities, which doubtless accounts for the growing popularity of this type of record among county workers, subject-matter specialists, and administrative and supervisory officers.

INDIVIDUAL RECORD AND FOLLOW-UP SLIP

Another reasonably satisfactory means of recording farm and home visits, meetings, and similar field activities is the individual record

¹ Field Diary for Extension Workers, form EST 1. May be purchased from Superintendent of Documents, Government Printing Office, Washington, D. C., at 5 cents each, or \$3.75 a hundred.

and follow-up slip (fig. 2). Though its most important use is in connection with the tickler or follow-up file (p. 7), a pad of such slips may be carried in an ordinary $3\frac{1}{2}$ - by 6-inch end-opening pocket notebook (fig. 3) and a separate slip used to record each farm or home visit, meeting conducted, or leader conferred with.

Month		Year		Line of work	
DAILY OFFICE RECORD (TO BE KEPT BY OFFICE SECRETARY)					
Tally incoming and outgoing telephone calls, bulletins distributed, letters written, and office calls received. When memorandum or follow-up is necessary make additional record on Individual Record and Follow-up blank.					
DAY	TELEPHONE CALLS	BULLETINS	LETTERS	TOTAL	OFFICE CALLS (ENTER LINE OF WORK AND TALLY CALLS)
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
16					

(Continued on back of sheet)

Form EST-3

FIGURE 5.—Form EST 3. Size, 8 by 10½ inches. The front of sheet is ruled to take care of 15 days and the back the remainder of the month and total. The headings are repeated on the back of sheet.

Each morning the record slips for field activities are turned over to the office secretary. Original record slips containing information of value in connection with the various projects may be placed directly in the project file (p. 19) without copying. Those which are of value only in compiling statistical information on activities are destroyed as soon as the desired information has been taken off. Those involving incomplete action or requiring follow-up go to the follow-up file (p. 7).

OFFICE SUMMARY FOR MEETINGS AND FARM AND HOME VISITS

Form EST 4 (fig. 4) provides the office secretary with a convenient means of summarizing data on meetings and farm or home visits from the field diary or individual record slips. A line is provided for each day. The place and nature of, and attendance at meetings held are entered first. In addition to tallying the total number of visits to farms or homes, provision is made for distributing the visits under the various subject-matter lines of work included in the extension program. A single visit may be tallied under two or more subject-matter lines, depending upon the nature of business transacted, but should be counted but once in the total column. First visits to farms or homes that year may also be indicated. At the end of the month the totals from the summary are entered on the monthly report form, and the office summary record is destroyed unless it is desired to keep it for reference purposes until the end of the year.

Requests for information and follow-up from the field diary, if not already cared for, will be entered on the individual record and follow-up slips for the follow-up file, using a separate slip for each person involved.

Information for expense accounts may be taken directly from the field diary by the office secretary at regular intervals.

OFFICE CALLS, TELEPHONE CALLS, BULLETINS, AND LETTERS

The growing importance of the county office of the cooperative Extension Service as the county center for all activities relating to agriculture and rural homes makes necessary some simple yet adequate plan for recording office activities and the part each contributes to the sum total of activities and accomplishments. The daily office record sheet (fig. 5) is designed for use by the office staff in tallying telephone calls, bulletins distributed, letters written, and office calls. When the activity is merely a routine one, it is tallied only, but when the telephone call, or office call, involves further action a follow-up slip is filled out, using a separate slip for each individual and indicating by a check mark the activity from which the note originated. Notes on telephone calls and office calls requiring consideration by the agent should in his or her absence be made on individual record and follow-up slips.

Since information on the number of office calls is desired by subject-matter lines of work, provision is made for tallying the office calls and for distributing them by lines of work. A single office call may be tallied under more than one line of work but only once under total. In a given county these subject-matter lines will, of course, be the same under office calls as under farm or home visits.

The number of different circular letters and the number of copies of each mailed may be entered in the "letters" column in such a manner as to be easily distinguishable from individual letters.

At the end of the month the totals for office activities are transferred to the monthly report, and the daily office record sheet is destroyed unless it is desired to keep it until the end of the year.

Where county agricultural and home demonstration agents or club agents are employed, it will, of course, be necessary to keep a separate daily office record for each.

FOLLOW-UP FILE

To provide adequately for the orderly handling of requests for service and other desirable follow-up action growing out of contacts made in connection with field and office activities, a follow-up or tickler file is a necessary device in every extension office. Such a file consists of a 4- by 6-inch desk tray with guides arranged by months and subguides for the days of the current month (fig. 6).

As each day passes the daily subguide is moved into the next month, and as the month passes the monthly guide is moved to the back of the file. The individual record and follow-up slips (fig. 2)

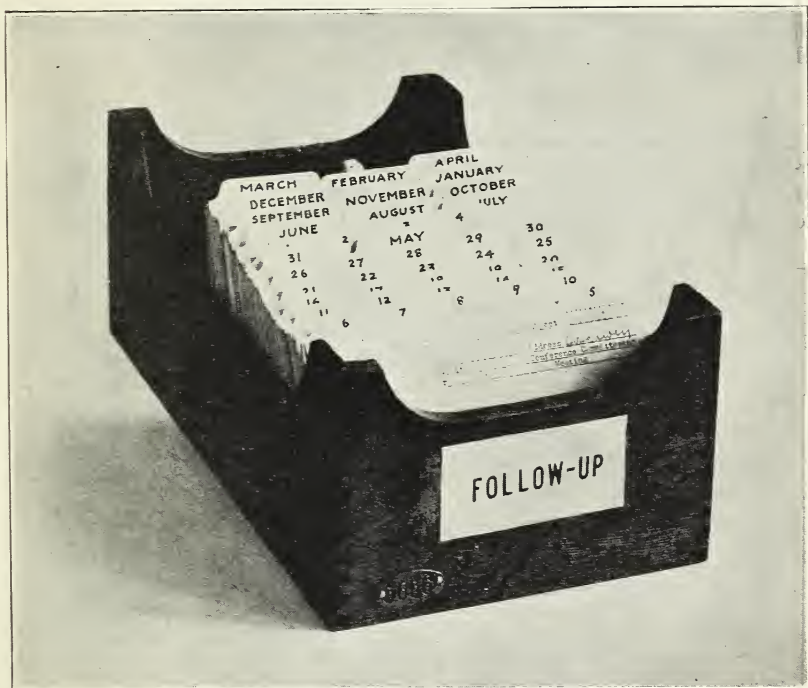


FIGURE 6.—Follow-up file.

for matters requiring further action, which have been filled out in connection with farm or home visits and contacts at meetings by the extension agent, or in connection with telephone calls, office calls, or letters by the office secretary, are filed in accordance with the follow-up date noted on the slip, by days for 31 days in advance, and by months for the rest of the year.

Each morning the office secretary takes out the follow-up slips accumulated for that day, attends to such matters as she can, and brings others to the attention of the extension agent concerned. If still further follow-up is desirable a new follow-up date is entered

and the slip refiled in the follow-up tray. When all necessary follow-up action has been completed the individual record and follow-up slip goes to the project file (p. 19) if the information on it is of value in that connection, or if the slip is of no further use it is destroyed.

In addition to insuring that unfinished business will again come up for attention at the proper date, the follow-up file relieves the busy agent of responsibility for keeping unfulfilled promises constantly in mind.

RECORDS OF 4-H CLUBS AND MEMBERS

Four types of records of 4-H club work are essential: Membership application, enrollment summary, project record book, and permanent record of 4-H club member.

MEMBERSHIP APPLICATION

A definite application card or form for 4-H club membership is desirable. At the very outset it is well that both the prospective club member and the parents be informed of what is expected of each boy or girl participating. Form EST 5 (fig. 7) is almost an

COOPERATIVE EXTENSION WORK IN AGRICULTURE AND HOME ECONOMICS
U. S. DEPARTMENT OF AGRICULTURE AND STATE LAND-GRANT COLLEGES COOPERATING

4-H CLUB MEMBERSHIP APPLICATION

Date

I,
(Last name) (First name), hereby make application
for membership in a Boys' and Girls' 4-H Extension Club. I promise to attend and take part in
meetings, follow project instructions, make exhibits and demonstrations of my work, and give a
record to the club leader when requested.

Project

Name of club Name of leader

Previous 4-H Club work (year and project)

Do you live on a farm? Date of birth

Do you attend school? Grade finished

Address Community

I am willing to let my girl/boy do 4-H Club work and will help her/him all I can.

Signed
(Parent or guardian)

(RETURN THIS CARD TO COUNTY EXTENSION OFFICE)

Form EST 5

FIGURE 7.—Form EST 5. Formal application for 4-H club membership is printed on back of a mailing card 4 by 6 inches in size.

exact copy of the application form now in use in a number of States. In addition to providing essential information as to age, school attendance, farm background, and previous club experience if any, the form provides for the approval of the prospective member's parent or guardian.

ENROLLMENT SUMMARY

When the club has been organized or reorganized, the local leader of the club fills out Form EST 6 (fig. 8) insofar as possible, giving

name of club, date organized, names of leader and assistant leader, number of members and the number of homes represented, the names of the club officers followed by the names of the other members, and the personal data for each taken from the application form.

[illegible]

FIGURE 8.—Form EST 6. Size, 8 by 10½ inches. Column headings are repeated at top of back of sheet.

The local leader may be asked to summarize the membership according to years in club work and age, listing boys and girls separately, or this may be done in the county extension office. At the end of the year, a copy of the club enrollment summary may be returned to the local leader to enter information regarding project activities completed, or if not completed, probable reasons, and other essential information regarding activities conducted by the club during the year.

PROJECT RECORD

As the record book kept by the individual club member depends upon the nature of the project being conducted, being quite different for livestock, crops, and home-economics projects, and frequently different for each kind of project, such as foods, clothing, room improvement, poultry, pigs, potatoes, or cotton, it has not seemed desirable to attempt to prepare a standard record book for all projects. The essential features of the project record books now in use are :

1. Name of project.
2. Name, address, and age of club member.
3. Name of club and local leader.
4. Date of starting project.
5. Date of completing project.
6. Quantity of articles made or products or animals raised.
7. Recommended practices followed.
8. Time and other costs entering into project.
9. Net income from project, or value of products.
10. Club activities participated in, such as exhibits, judging and demonstration teams, and meetings.
11. Prizes or awards received.
12. Club offices held.
13. Story of project activities and accomplishment.

PERMANENT RECORD OF 4-H CLUB MEMBER

In view of the importance of 4-H club work in the extension program it is essential that the county extension office have an alphabetical file record of every individual club member which will fur-

[illegible]

FIGURE 9.—Form EST 8. Card 4 by 6 inches in size. Back of card is ruled for recording outstanding achievements of 4-H club members, offices held, special awards, and the like.

nish succeeding extension workers with the essential information regarding each individual's participation in club work. The permanent record card (form EST 8, fig. 9) calls for name, address, loca-

tion, date of birth, and name of parent or guardian, together with summary information regarding the project work carried on each year as club member. The back of the card provides for listing by years of outstanding achievements, offices held, and special awards. Space is also provided for noting information regarding the individual after discontinuance of club work. Such a permanent record file makes it possible to check quickly the eligibility of individuals for consideration in connection with various State, regional, and national 4-H club competitions. It is by far the most essential record required in 4-H club work.

MEMBERSHIP RECORDS OF COOPERATING OR SERVICE ORGANIZATIONS

It is frequently desirable for the county extension office to maintain a record file of the membership in the county extension association or the organization of rural people recognized by State law as

Association _____			
MEMBERSHIP RECORD CARD			
NAME _____		ADDRESS _____	
COMMUNITY OR TOWNSHIP _____		SCHOOL DISTRICT _____	
LOCATION _____			
<u>MEMBERSHIP RECORD</u>			
1935 _____	1940 _____	1945 _____	1950 _____
1936 _____	1941 _____	1946 _____	1951 _____
1937 _____	1942 _____	1947 _____	1952 _____
1938 _____	1943 _____	1948 _____	1953 _____
1939 _____	1944 _____	1949 _____	1954 _____
NOTES: _____			

Form EST 9			

FIGURE 10.—Form EST 9, 4 by 6 inches in size.

the official county body cooperating in the conduct of extension work. The office secretary may be called upon to keep a record of the membership in a dairy-herd improvement association or similar service groups set up to promote some phase of the extension program. A membership record card which provides for the identification of the member and the recording of his membership status by years over a 20-year period will meet all usual requirements (form EST 9, fig. 10). When membership is discontinued the card is placed in an alphabetical list to the rear of the current membership file. When membership is resumed the card may be moved forward from the inactive to the active file. The back of the card may be used to record necessary explanations or unusual information if sufficient space is not available under notes.

MEETINGS HELD IN AGENT'S ABSENCE

4-H clubs and home demonstration groups usually meet at stated intervals. While extension agents assist in arranging the meeting programs and furnish local leaders with information and direction, it is frequently impossible for extension workers to be present at all such extension meetings. In order that information may be available in the county extension office, arrangements are made with the local leader or club officer to report such meetings. A return post card may be sent each leader from the extension office just prior to the day the meeting is scheduled, or the local leader may be furnished with a small supply of the cards at the beginning of the year. In addition to identifying the group, and place and date of meeting, attendance of members and visitors is reported, together with a résumé of work done. Time, place, and subject of the next meeting are called for, together with any special assistance in that connection needed from the county extension worker (form EST 7, fig. 11).

COOPERATIVE EXTENSION WORK IN AGRICULTURE AND HOME ECONOMICS U. S. DEPARTMENT OF AGRICULTURE AND STATE LAND-GRANT COLLEGES COOPERATING	
REPORT OF 4-H OR HOME DEMONSTRATION CLUB MEETING	
Name of club	Community
Date of meeting	
Attendance: Members	Visitors
Work done at meeting	
.....	
Date and hour of next meeting	
Place of next meeting	
Subject for next meeting	
Help needed	
(Signed)	
Leader or Secretary.	
(Fill out and mail this card to County Extension Office the day meeting is held)	
Form EST 7	

FIGURE 11.—Form EST 7. This form is printed on the back of a franked postal card 4 by 6 inches in size.

CHANGES MADE IN FARM AND HOME PRACTICES

The putting into actual practice on the farm and in the farm home of the recommendations of extension workers is usually accepted as tangible evidence of educational change in farm people resulting from extension teaching. In the average county with 2,000 or more farms and farm homes, and an equal number of rural non-farm homes, the task of ascertaining the progress made in bringing about the acceptance of improved practices in farming and home-making as the direct outgrowth of extension effort is a sizable one. Measuring the extent of indirect spread of extension information from neighbor to neighbor is, of course, even more difficult. Where the rural people are organized into groups for purposes of extension

The reports for individuals are then summarized by the local project leader, or by the secretary of the local group, to obtain the total progress made in the area served by the group (form EST 11, fig. 13).

Form EST 11

Date.....October..1., 1935.....

**SUMMARY OF
PRACTICES ADOPTED**

.....Foods and Nutrition..... PROJECT

.....Rockville..... COMMUNITY

.....Washington..... COUNTY

	RECOMMENDED PRACTICES								
	Food budget - expenditure	Food-buying recommendations	Balanced meals	Home-packed lunches	Child feeding	Food budget - Production and preservation	Number quarts earned	Number other containers	Storage of home food supply
1. Leader: Mrs. Mary Jackson	x	x	x			x	200	50	
2. Individuals: Mrs. J. Blake			x	x	x		350	80	x
3. Mrs. Charles Clark			x	x	x		100	30	
4.									
5.									
6.									
7.									
8.									
9.									
10.									
11.									
12.									
13.									
14.									
15.									
16.									
17.									
18.									
19.									

(Continue on back of page)

FIGURE 13.—Form EST 11. Size, 8 by 10½ inches. The back of sheet is ruled to provide for additional names and total.

Where the rural people are not organized into formal teaching groups, the names of all the farmers and homemakers in the community are entered on the summary sheet; the important practices being taught are indicated over the various vertical columns; and

the local leaders are asked to indicate for their respective projects the individuals who are following the recommendations listed. A comparison of the information recorded for the current year with that for the preceding year not only shows the progress made on each practice, but also indicates those who have yet to be taught. Desirable as it is to have such record information for all communities in the county, the data for the annual statistical report can be computed quite accurately from the information obtained from a comparatively small number of typical sections of the county.

Another very practical means of determining the extent to which rural people are accepting the teachings of the Extension Service is a random sampling of the county. Interviews with 5 percent of the farmers of the county selected at random will provide fairly desirable data upon which to base estimates for the entire county. A good method of selecting the farmers to interview is to take every twentieth name on the general mailing list made up of all farmers in the county. A check list of practices based on the extension program is prepared in advance of the interviews which are made by the agricultural agent or assistant agent, as scheduled work takes him to the various parts of the county during the last 2 or 3 months of the report year. For all enterprises common to a large number of farms this sampling plan furnishes satisfactory data. Where the enterprise is conducted on but a limited number of farms the possibility of one or two unusual farms being included in the sample and unduly influencing the data must be carefully watched.

PERMANENT FARM AND HOME RECORDS

In the past, most county extension offices have not had sufficient office assistance to permit recording on a suitable form a case record of the important contacts made, and the assistance rendered through extension teaching activities. With an enlarged county extension staff, and increased responsibility placed upon county workers for the educational phases of national emergency programs, as well as for the regular educational programs in agriculture, home economics, and 4-H club work, it is imperative that adequate attention be given to the development of a permanent, continuous record for each family directly involved in extension activities. If succeeding extension workers in the county are to build properly upon what previous extension teachers have accomplished, and if the various extension workers currently employed in the county are to complement one another's efforts properly, a suitable case history for each family is indispensable. This is a record problem very few county extension offices are now meeting satisfactorily, but large numbers of both county and State extension workers are coming to recognize the necessity for such records.

A permanent farm and home record is suggested as a means of meeting this need. Form EST 12 (fig. 14) provides for recording on one side extension information relating to home-economics extension and 4-H club work, while the other side is devoted to agricultural extension. A small amount of general information regarding the home and the homemaker's interests, including leadership in extension in the case of the women, and the farm and the farmer's in-

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FIGURE 14.—Form EST 12. Size, 8 by 10½ inches. Extra-heavy paper is used. Provision is made for entering the farm record (A) on one side of the sheet and the home record (B) on the other. Space for listing boys and girls in 4-H club work is also provided on the home side of the sheet.

terests in the case of the farmer, is entered at the top of the form. The amount and character of this information will vary with States and counties. In general, it should be the kind of information that will contribute to a better understanding of past contacts or be of assistance in the handling of future requests for assistance. Space is then provided for entering in chronological order the important practices adopted, on the farm or in the home, and the major activities conducted by the farmer or the homemaker. It is not advisable to attempt to record each telephone call, visit, letter, office call, or meeting attended, as the keeping of such detailed information tends to become burdensome, and may eventually lead to the abandonment of a type of record otherwise almost invaluable. Only the briefest kind of note is made regarding boys and girls in the family who have participated in 4-H club work, as a complete record of club activities would be found in the permanent file of 4-H club members (fig. 9).

The permanent farm and home record file will be gradually built up over a period of years, new cards being added as contacts are made with new families. Not all of the desired information may be available when the record is set up, but is added from time to time. Information on important practices and activities is posted by the office secretary from the monthly field diary, individual record slips, 4-H club enrollment and summary records, practice check lists, results of special surveys, and similar sources. The county extension workers from time to time will add other information not made available from the routine records handled by the office secretary.

Where it is possible to obtain a complete list of the names and addresses of all rural families living in the county, it is desirable to set up a permanent record card for each farm and rural nonfarm home, and to use this permanent farm and home record file as a general alphabetical index to all special office files such as cotton, wheat, and corn-hog contracts, and agricultural-conservation and soil-erosion cooperators.

Once established, the permanent farm and home record file becomes the most valuable file in the county extension office. It is frequently consulted by the experienced agents in connection with the selection of leaders for particular lines of work, the compiling of special mailing lists, and the like, and is constantly used by the newly appointed agent who wants to build constructively on what has already been accomplished.

FILES

The purpose of filing records is to make them available for immediate use when wanted. To be readily available, material must be filed according to a definite plan determined by the nature and quantity of material to be filed.

Such a definite plan for filing records in the county-extension office should be worked out by the agent or agents and the office secretary in cooperation with one of the State supervisors. It should be decided just how each type of material is to be classified and just where and in what order the different classes of material are to be placed in the files. An outline of the plan is then furnished to each person

who uses the files. By this means anyone will be able to take material from the files, but it is a good policy to have only one person charged with the responsibility of putting material into the files.

The arrangement of the material in the files and the placing of the cabinets are governed largely by the nature of the filing equipment, the extent of office floor space, and the personal preference of the agents. Material which is used most frequently should be placed in the most accessible drawers. There are many advantages in filing all material for all agents together in one central file without regard to lines of work. It is much easier for the file clerk to file papers in one file according to one system than it is to sort them and file them in two or three files according to as many different systems, and what is even more important, papers filed in one file according to one system can be more easily and quickly found. Duplicate filing of such material as applies to all lines of work is made unnecessary by a central filing system. It is necessary to set up, weed out, and transfer only one set of files.

There are many advantages in a system of filing that is reasonably uniform for all county extension offices in the State. Agents frequently change counties, and assistant agents at large are placed in charge of counties as their experience warrants and vacancies occur. If the same general filing system is in use in all counties the task of becoming familiar with the new job is greatly facilitated. A uniform system of files for county offices is also advantageous to the State extension supervisors who are responsible for checking out agents resigning or transferring to another position, for starting new agents, and for keeping in constant touch with the progress of the work in the county.

Frequently, in devising record and report forms, too little thought is given to the use of standard sizes. Odd sizes make difficult the task of filing and increase the cost of office equipment. Except for the forms shown in figures 1 and 2, which are $3\frac{1}{2}$ by $5\frac{1}{2}$ inches, all the record and report forms recommended in this circular are either 4 by 6 inches or 8 by $10\frac{1}{2}$ inches² in size fitting standard file units stocked by all office-equipment dealers. The use of standard-size files also facilitates obtaining locally the required index guides, folders, and similar filing supplies.

Suggestions are made in the following paragraphs for classifying and filing the principal material kept in the files of the county extension office.

CORRESPONDENCE

The simple system of filing letters alphabetically by name without an index is quite adequate for most county extension offices. Special folders may be used for the State leader, district agents, specialists, local leaders, or others with whom a large amount of correspondence is had. The alphabetic system of filing correspondence by name can be adhered to strictly by the use of cross-reference slips bearing the date, author, and subject. These slips are placed in the project file.

² This is the Government size which corresponds to the commercial size of $8\frac{1}{2}$ by 11 inches. The same size filing cabinets are used for both.

the report file, or the miscellaneous subject-matter file, as the case may be. This method also takes care of letters bearing on more than one subject. Carbon copies of replies sent out should be pasted or stapled to the initial letters before filing. If a letter requires further action at a later time, it should not be held on the desk of any individual, but should instead be filed where it can be found readily by any member of the office who might wish to see it. A follow-up slip is filled out in such cases indicating the name of the person who desires the letter and the date on which it is wanted.

One copy of each circular letter sent out should be kept in a folder in the correspondence file. Copies of those pertaining to subject matter may also be placed with the project material to which they relate. Circular letters received may be filed by subject or by the name of the institution, department, or firm from which they originate. This is determined by the nature of the letter.

PROGRAMS, PLANS OF WORK, AND PROJECTS

In this file are placed not only the written programs and plans of work but all material incident to their development and execution, such as analyses or surveys of conditions and requirements, minutes of committee meetings, lists of leaders and cooperators, special mailing lists, plans for and results of demonstrations, summaries of progress and other accomplishments, news articles, and prepared speeches. A letter-size file is used and the material is classified by projects. Subdivisions for county-wide and community projects may be made if desired.

REPORTS

In the report file will be placed reports of 4-H or home demonstration club meetings, 4-H club enrollment summaries, reports and summaries of practices adopted, and the monthly reports of county extension agents.

1. *Report of 4-H or home demonstration club meeting (form EST 7).*—This is a 4- by 6-inch card which will generally be filed by communities and subdivided by projects where the work is conducted on a project basis. There will be no reason to keep these cards in the file after the data reported have been summarized and the next meeting has been held.

2. *4-H club enrollment summary (form EST 6).*—These summary sheets will also be filed by communities with subdivisions by projects where desired. A new summary should be made for each new club organized and for each old club reorganized. The accumulated 4-H club enrollment summaries will provide a historical record of individual clubs.

3. *Report of practices adopted (form EST 10).*—These reports may be sent to the county office to be summarized or the leader may be asked to make the summary in which case no provision would need to be made for filing them even temporarily. If they are sent to the county office they should be filed by communities or clubs. There is no reason for separating reports of members and nonmembers.

4. *Summary of practices adopted (form EST 11).*—The summaries of practices adopted should be filed by communities and subdivi-

vided by projects. It will be desirable to keep these for at least 1 year for purposes of comparison and for use in determining the progress of the work in the project for the annual report.

5. *Monthly report of county extension workers (form EST 13).*—The monthly reports of county extension agents will be filed chronologically. After the annual report has been written, at the end of the report year, the monthly reports should be placed in the transfer file to be kept for reference purposes.

4-H CLUB RECORDS

There are four types of 4-H club records to be considered in filing. The filing of the 4-H club enrollment summary has been discussed previously under reports. It is not necessary to provide a file for the 4-H club record books, as they are usually summarized and retained by the leader or returned to the individual club members. In case the summarizing is done in the county office they would need to be kept only long enough to complete the club summaries and make the desired notations on the permanent record card. The two other kinds of records to be filed are the 4-H club membership application and the permanent record of 4-H club members. Both are 4-by 6-inch cards and will be filed in small drawers of that size.

1. *4-H club membership application (form EST 5).*—These enrollment cards may be filed alphabetically by the surname of the member and kept for the current year or only long enough to make out the permanent record card and the 4-H club enrollment summary. The summary and the permanent card are sufficient for current use, but if desired the enrollment cards may be used as an alphabetic file for present club members during the year. In this case the permanent cards for present and past members will be filed together.

2. *Permanent record of 4-H club member (form EST 8).*—These cards will be kept permanently. They should be filed alphabetically by the surname of the club member. The cards for the present members, new members, and those who have reenrolled, may be filed separately from those of past members if an alphabetic list of present members is desired. If a member fails to renew his membership the card is moved to the past membership file, and likewise if a past member reenrolls after a lapse of time the proper entries are made on his card and it is put into the present or active file.

PERMANENT FARM AND HOME RECORD (FORM EST 12)

The permanent farm and home records should be filed alphabetically by name in a letter-size filing cabinet. As suggested earlier a permanent record may be made out for each rural family in the county, and if these records are numbered a key is provided for any special office files such as the agricultural adjustment contracts, agricultural conservation work sheets, and similar records. In offices where such a numerical key system is already in operation the number now in use may be entered on the permanent farm and home record.

MEMBERSHIP RECORD CARD (FORM EST 9)

A separate membership record file will, of course, be required for each organization. These cards are 4 by 6 inches in size and should be filed alphabetically by the name of the individual under the name of the organization or cooperating association. The cards will be kept indefinitely, and two sets of alphabetic guides should be placed back of the guide bearing the name of the organization, one for the present members and the other for the past members. Cards may be moved from one set to the other as the individuals drop or renew their memberships.

REFERENCE BULLETINS

Every extension agent will desire to keep close at hand a personal file of subject-matter bulletins for use as a ready source of up-to-date information to answer inquiries. These bulletins may be filed in special bulletin covers, in cardboard bulletin boxes, or in a letter-size vertical file. The classification system used in filing them will be determined somewhat by the quantity of material involved.

The bulletins may be numbered in order of receipt and filed numerically. Such a plan necessitates a subject-matter card index file which must be consulted to obtain the file number of the bulletin desired.

The bulletins may be filed alphabetically according to major and minor subject-matter headings without a card index.

A decimal system of classification may be employed which permits dividing each major heading into 10 divisions, and each division into 10 subdivisions, and so on indefinitely.

Whatever plan of filing bulletins is followed, it is important that the classification key be carefully predetermined to insure uniformity of treatment and to permit growth. A copy of the classification list should be placed with each agent, with the office secretary, and in the front of the bulletin file. The proper classification heading or number should be indicated on each new bulletin when it is reviewed by the extension agent.

MISCELLANEOUS SUBJECT MATTER

In every county extension office there is received a great deal of material which cannot be properly placed in any of the files previously described. Such material includes seed catalogs, farm-machinery catalogs, canning-equipment catalogs, fair premium lists, price lists, lists of firms, lists of purebred-livestock breeders, and the like. This material should be classified by subject and subdivided to meet the need.

Because of the variety of material included, a detailed index of the contents should be made and a copy placed in the front of the file drawer, and also incorporated with the outline of the general organization of the files mentioned at the beginning of this section.

SPECIAL FILES

In many offices there will be other special material to file growing out of Federal emergency programs such as cotton contracts, corn-

hog contracts, wheat contracts, and agricultural conservation work sheets. Such material is usually filed according to serial numbers which appear on index cards arranged alphabetically by name. One such index may well serve as a means of locating the material in several special files. If preferred the permanent farm and home record card file may be used instead of setting up a special index.

PRINTS AND NEGATIVES

The filing of prints and negatives is not a serious problem in most counties, owing to the small number of photographs taken. The same classification used for the reference bulletins may well be followed, using a 4- by 6-inch or larger file drawer, depending upon the size of the prints. Each print should bear the number of the negative or other means of identification.

Each negative should be placed in a separate envelope on the outside of which appear the classification, the number corresponding to the print, and all necessary history and other data. Where large numbers of prints are involved it is desirable to file the negatives numerically in a separate file drawer.

FINANCIAL RECORDS

No special forms for keeping the financial records and making financial reports are suggested in this circular because of the great difference in regulations and requirements in the various States and counties. It is suggested that material pertaining to financial records such as budgets, expense accounts, bills to be paid, and receipts for bills paid be filed by months.

TRANSFER FILE

At the end of each year letters, reports, and all other records not in current use should be removed from the working files. Some of the material may well be discarded. The remainder should be placed in transfer boxes (inexpensive file boxes), using the same classification as in the working files. A convenient way is to remove all material intact from the working files to the transfer box, and then arrange new guides for the working file. The transfer cases may be kept in the special storage space for office supplies and equipment.

BULLETINS FOR DISTRIBUTION

Many county extension offices have a display rack of bulletins for distribution in some place convenient to the visitors who call. The outer or reception office is a good place for this. A chair and a table placed nearby invite consideration of the bulletins, particularly if it is necessary for the caller to wait a few minutes to accomplish the purpose of his visit. Printed lists of State and Federal bulletins available for distribution may well be placed in a prominent position in the rack.

Racks suitable for displaying bulletins may vary from the simple home-made type to the more elaborate commercial product. A satis-

factory device is shown in figure 15. It consists of a slanting rack about 4 feet high and 5 feet wide, having a number of steps like a flight of stairs. On each step there is a series of pockets, each holding 20 to 30 bulletins of a kind. Each succeeding step is just enough

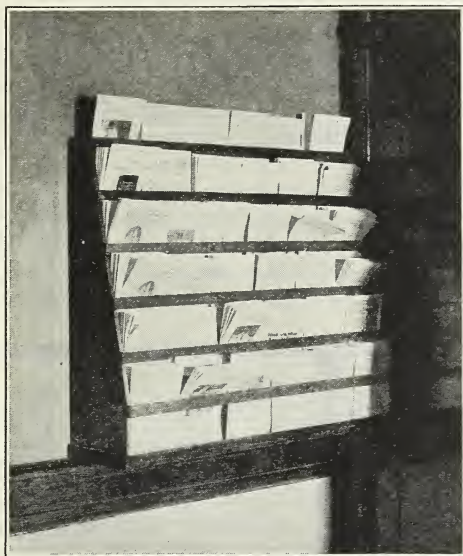


FIGURE 15.—Wall bulletin rack.

higher than the preceding one to permit the titles of the bulletins to show plainly.

OFFICE MANAGEMENT

The county extension office is both a business and a professional office. Here the agents plan and coordinate their work and devise means for carrying it out. People who come in for information and advice are interviewed. Information is disseminated to many others by telephone, correspondence, the press, and other means. Records are kept from which the required reports are made. During the last 5-year period agents spent on the average approximately 40 percent of their time in the office, and an average of approximately 16 persons called at the office each working day. These factors should be taken into consideration when planning the arrangement of the office space and equipment as well as the organization for doing the work and the procedure for executing it.

ARRANGEMENT OF OFFICE SPACE

Obviously the assignment of offices to the various members of the staff and the arrangement of equipment are governed somewhat by the extent and nature of the space available. The ideal office arrangement provides for an outer or clerical office, a private office for each agent, and a storage space for supplies and equipment. An extra room for committee meetings is also desirable.

1. *Outer or clerical office.*—A small portion of the outer or clerical office may be set off by a railing or a counter made of file cases or tables to serve as a reception room for callers. In this reception room should be placed the rack of bulletins for distribution, a few chairs, and perhaps a small table. The main part of the clerical office should contain the secretary's desk with typewriter, desks for extra clerks, a work table, the central files, adding machine, telephone, and a few extra chairs.

2. *Private offices for agents.*—Each private or inner office should contain the agent's desk, whatever reference files and bookcases are required, extra chairs, telephone extension, and conference table if space permits.

3. *Storage space for office supplies and equipment.*—A special storage space for office supplies and equipment outside of the regular office working space is necessary to the convenience as well as the appearance of the county extension office. This space is preferably an extra room adjacent to the regular offices or, if that is not possible, it

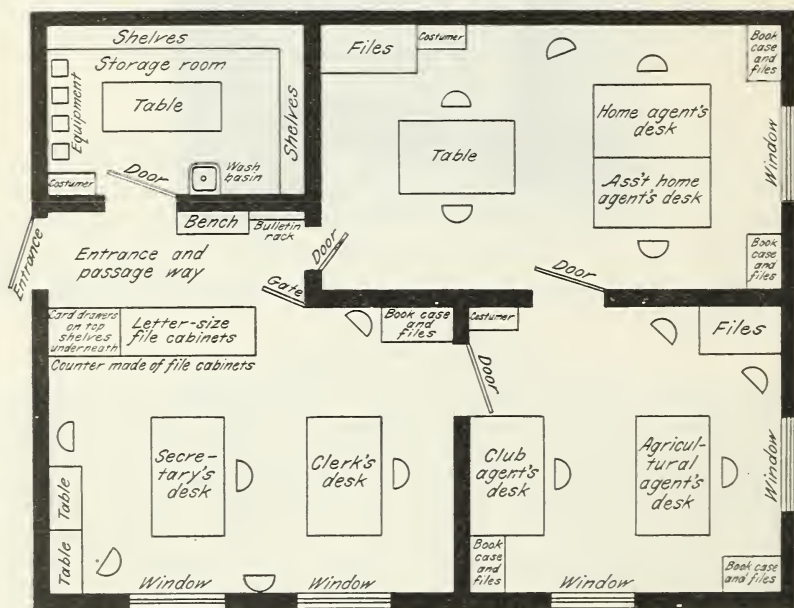


FIGURE 16.—Floor plan of a well-arranged county extension office. Outside dimensions, 25 by 32 feet.

may be on another floor or in the basement. It should be equipped with shelves along the walls, and if necessary additional tiers of shelves built on the order of library stacks may be placed at convenient intervals in the open floor space. In this room may be kept such material as blank forms, stationery, bulletins for distribution, the transfer files, demonstration and lecture equipment, and seed and soil samples. If the room is located conveniently enough, extra typewriters, the mimeograph, the addressograph, and the coat and hat racks for the office staff may be kept there out of sight and out of the working space.

If definite space is allotted for the various kinds of supplies and equipment to be stored and if labels are tacked to the shelves indicating for what each space is reserved, much will be done toward making the material easily and quickly available as well as keeping the room in good order.

4. *Floor plan of office.*—Since the arrangement of every office must vary with such factors as the size of the Staff, the equipment on hand, and the nature of the space obtainable, no attempt has been made to draw a standard floor plan. The floor plan shown in figure 16 has been adapted from an actual county extension office in Massachusetts. As will be noted, it consists of an outer or clerical office with file cabinets used to serve as a counter and to form a small entrance room, two inner offices for agents, and a storage room for supplies and equipment. The arrangement is considered very satisfactory. It would, of course, be more desirable to have a separate office for each agent if space permitted. The outside dimensions of the office shown are 25 by 32 feet.

OFFICE ORGANIZATION

It is impracticable to attempt to give specific directions for organizing and operating a county extension office because of the varying conditions and the new circumstances which constantly arise. There are, however, certain fundamental principles which underlie any successful organization. There must be centralized executive control. The duties and responsibilities of each worker must be clearly defined and the necessary authority for properly executing the work delegated. There must be coordination of activities and a cooperative relationship between the workers. Much duplication of effort, loss of time, and confusion will be avoided if the work of each individual is planned in the light of that of the other workers and according to a definite schedule which fits in with the activities of the other members of the office. An office organized to function efficiently will automatically produce an atmosphere of harmony and will tend to relieve the workers of the necessity for personal adjustment and compromise in order to maintain a satisfactory working relationship. The importance of the latter cannot be overestimated.

The following lists of duties for the extension agent and the office secretary are not exhaustive but illustrate how a proper division of duties may be worked out for the various extension agents and members of the clerical staff.

DUTIES OF AGENT

- a. Plan arrangement of office and equipment.
- b. Define duties and responsibilities of workers.
- c. Plan time schedule for routine work of agent, secretary, and other office assistants.
- d. Establish and maintain office standards.
- e. Train office assistants.
- f. Plan special work to be done as far ahead as possible.
- g. Establish definite office hours for receiving callers.
- h. Provide secretary with itinerary when leaving office.
- i. Dictate all except form letters.
- j. Place material ready for filing in file basket.

- k. Cooperate with secretary in organizing filing system.
- l. Supply office secretary with required information on field activities for office records and reports.
- m. Adhere strictly to the procedure outlined for the office.

DUTIES OF SECRETARY

- a. Get mail from and deliver mail to post office.
- b. Open all mail except personal letters. Unfold and attach enclosures. Place correspondence and periodicals on agent's desk in separate groups. If agent is absent from office for several days, acknowledge receipt of letters. Forward copies of letters to agent for attention if necessary. Take care of bulletin and routine requests.

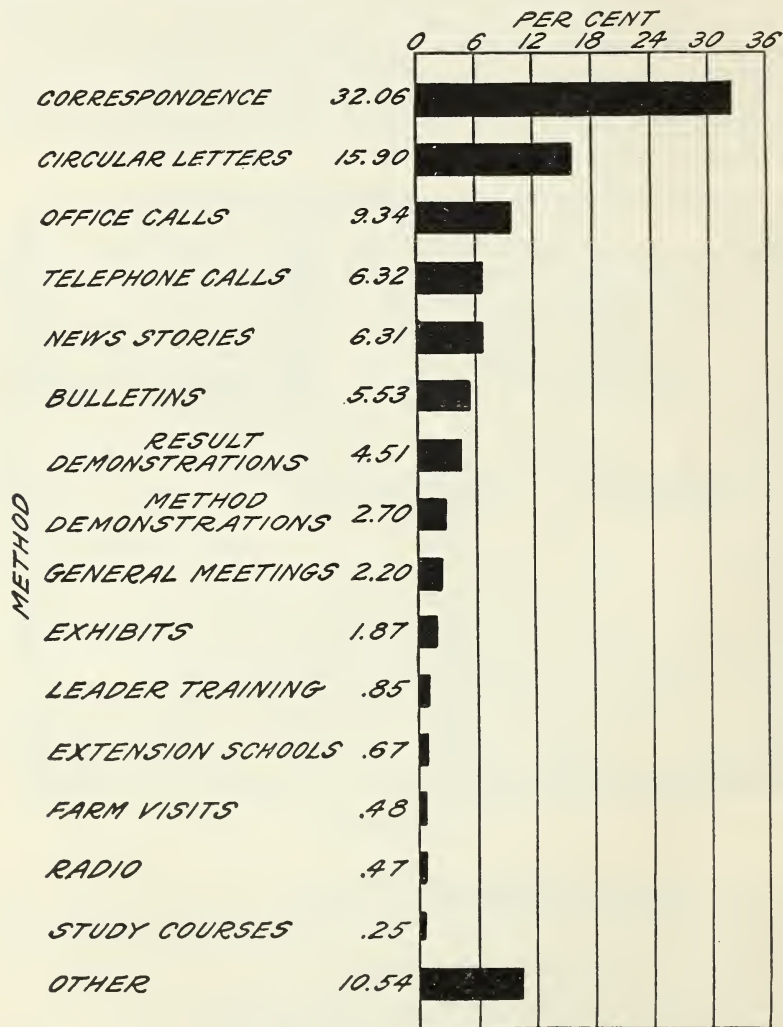


FIGURE 17.—The percentage of time devoted to methods by 809 extension clerks. The percentages of time that clerks gave to telephone calls, correspondence, and circular letters which concerned the other methods listed have not been allocated to them.

- c. Take dictation and make transcription. Place letters before agent for inspection and signature. Separate carbon copies, and prepare for mailing.
- d. Mimeograph circular letters.
- e. Keep office records. Summarize statistics for reports.
- f. Do all filing.
- g. Operate tickler or follow-up file.
- h. Receive visitors and answer telephone.
- i. Assemble demonstration and lecture material.
- j. Keep office in neat, businesslike order.
- k. Relieve the agent of all possible office work.

If there are several regular office assistants, the definition of duties for the secretary would vary somewhat from the above. The secretary should be given responsibility for the supervision of the other office assistants.

Perhaps a better understanding of how the office secretaries should function can be acquired by considering how 809 such workers in county offices spent their time as shown in figure 17.³ This information was obtained in connection with a study of the relative costs of the various extension teaching methods, and the data pertaining to office clerks are presented in terms of time devoted to these methods rather than in terms of office activities. However, it is not difficult to translate teaching methods into terms of office activities. It can be readily seen that the handling of correspondence and the preparation of circular letters and news-service copy constitute more than one-half (54 percent) of the work. Calls at the office and by telephone account for about 16 percent more. The distribution of bulletins requires 6 percent of the time. The keeping of records of farm visits and result demonstrations and making arrangements for various kinds of meetings require 11 percent of the attention of office clerks. The other activities consume the remaining 13 percent of time.

RECOMMENDED OFFICE EQUIPMENT

The nature and quantity of office equipment needed vary greatly with the development of the work in the county, the number of agents and clerks employed, emergency programs conducted, and the like. The following equipment is recommended for the average county office:

Flat-topped desk for each agent.	Typewriters.
Desk or table for each temporary clerk.	Adding machine.
Telephone with extensions.	Mimeograph.
Work tables or conference tables.	Addressograph with cabinet for plates.
Swivel chair for each agent.	Costumers.
Typewriter chair for each clerk.	Dictionary.
Chairs for callers.	Clock.
4- by 6-inch file drawers.	Desk trays for sorting work.
Letter-size file drawers.	Wastepaper baskets.
Transfer file drawers.	Pencil sharpener.
Bookcases.	Shears.
Shelves in storage room.	Stapling machine (paper fastener).
Tickler file tray.	Envelope moistener.
Bulletin rack.	Stencils or rubber type for making
Typewriter desk for each regular clerk.	charts and posters.

³ BAKER, H. J., and WILSON, M. C. RELATIVE COSTS OF EXTENSION METHODS WHICH INFLUENCE CHANGES IN FARM AND HOME PRACTICES. U. S. Dept. Agr. Tech. Bull. 125, 31 pp., illus., 1929.

Reports of extension workers furnish two general classes of information: (1) That which is required by administrative and supervisory officers for the efficient conduct of the work, and (2) that which makes possible a satisfactory accounting to the public of the accomplishments of the Extension Service during stated periods

FIGURE 18.—Form EST 13. Four-page folder 8 by 10½ inches in size: Page 1.

of time. The first type of information is supplied through progress reports submitted monthly, while the annual report submitted at the close of the calendar year supplies most of the latter. Much time is wasted when the record and reporting forms have not been

properly integrated. Unsatisfactory reports are the usual outcome of such a situation. Routine reports should reflect the progress recorded day by day, and provide a convenient means of periodically summarizing information needed for the annual report.

C. SUMMARY OF ACTIVITIES							
ACTIVITY	Total this month	Previous total	Total to date this year	ACTIVITY	Total this month	Previous total	Total to date this year
Days in office.....				Training meetings held for local leaders or committeemen:			
Days in field.....				Adult work.....	Number.....		
Miles traveled.....					Attendance: Men.....		
Days vacation.....					Women.....		
Days sick leave.....				4-H Club work.....	Number.....		
Days devoted to A. A. A. work.....					Attendance: Leaders.....		
Days devoted to relief work.....				Method demonstration meetings held. (Do not include leader training meetings).....	Number.....		
Number of county or community project leaders or committeemen added:					Attendance.....		
Adult work.....	Men.....			Meetings held at result demonstrations.....	Number.....		
	Women.....				Attendance.....		
	Men.....			Tours conducted:			
4-H Club work.....	Women.....			Adult work.....	Number.....		
	Older club boys.....				Attendance.....		
	Older club girls.....			4-H Club.....	Number.....		
Number of adult home demonstration clubs or groups organized or reorganized.....					Attendance.....		
Number of home demonstration club members added.....				Achievement days:			
Number of 4-H Clubs organized.....				Adult work.....	Number.....		
Number of 4-H Club members enrolled.....	Boys.....				Attendance.....		
	Girls.....			4-H Club.....	Number.....		
Number of farm or home visits made.....					Attendance.....		
Number of farms or homes visited for the first time this year.....				Encampments held:			
Number of office calls.....				Adult work.....	Number.....		
Number of telephone calls.....					Attendance.....		
Number of news stories published.....				4-H Club.....	Number.....		
Number of individual letters written.....					Attendance.....		
Number of different circular letters written.....				Other meetings of an extension nature participated in by agents or specialists not previously reported.....	Number.....		
Number of bulletins distributed.....					Attendance.....		
Number of radio talks made.....				Meetings held by local leaders or committeemen not participated in by agent or specialist and not previously reported:			
Number of events at which exhibits were made.....				Adult work.....	Number.....		
					Attendance.....		
				4-H Club.....	Number.....		
					Attendance.....		

FIGURE 18, continued.—Form EST 13: Page 2.

MONTHLY PROGRESS REPORTS

Formerly many State extension services required weekly reports from county workers, but in recent years there has been a gradual shifting to a monthly basis of reporting. The longer period reduces the number of reports to be made—an important consideration both for agents and for supervisors. During a month sufficient progress can be made to be of significance, whereas the changes

The summary of activities (sec. C) is so arranged that in addition to the data for the current month, the total from the previous month's report is entered and a new total obtained. This plan enables the agent to compare progress to date with the corresponding period of preceding years. It also greatly facilitates the task of the

E. CERTIFICATE OF SERVICE	
I hereby certify that I have been on duty the entire month of, 19..... except as follows:	
Annual leave from	to
Sick leave from	to
Leave without pay from	to
(Signed)	Title
F. NARRATIVE REPORT	
(Attach a carbon copy of narrative on plain paper)	
Outline fully the progress of the work during the month. Use headings to correspond to "Line of work" in table D and treat each subject in a separate paragraph. Add additional pages if necessary	

FIGURE 18, continued.—Form EST 13: Page 4.

supervisor of keeping constantly informed as to the progress being made in carrying forward the teaching activities outlined for the year. The data from the last monthly report of the year may be copied directly into the Federal annual report schedule ⁴ without change.

⁴ Form 285 (revised yearly), Combined Annual Report of County Extension Workers.

Under Program Summary, section D, the month's activities are reassembled by projects or lines of work in such a manner as to facilitate the compilation of this information for the annual report.

Incorporating the certificate of service, a necessary preliminary to payment of salaries, as a part of the monthly report, assures prompt receipt of routine reports.

Form EST 14			Cooperative Extension Work in Agriculture and Home Economics U. S. Department of Agriculture and State Land-Grant Colleges Cooperating		
MONTHLY REPORT OF SUPERVISORS AND SPECIALISTS					
NAME		TITLE		MONTH, 19....	
A. ITINERARY REPORT					
DATE	COUNTY	NATURE OF WORK	DATE	COUNTY	NATURE OF WORK
1			17		
2			18		
3			19		
4			20		
5			21		
6			22		
7			23		
8			24		
9			25		
10			26		
11			27		
12			28		
13			29		
14			30		
15			31		
16					

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FIGURE 19.—Form EST 14. Four-page folder 8 by 10½ inches in size: Page 1.

The narrative statement of the progress made during the month should be organized according to lines of work. If a carbon copy of the narrative accompanies the report, it may be clipped according to projects and the pieces sent to the subject-matter specialist concerned.

Form EST 14 (fig. 19) suggests how the idea of making the monthly report a progressive summary may be adapted for use by State supervisors and subject-matter specialists, so as to expedite the preparation of the annual report. The arrangement of this form also contributes to a better distribution of work by counties, and

[illegible]

FIGURE 19, continued.—Form EST 14: Page 2.

enables the State extension director to keep in closer touch with the activities of the supervisory and specialist groups.

WRITING THE ANNUAL REPORT

Six good reasons may be listed as to why an extension worker should prepare a comprehensive annual report.

1. The annual report is an accounting to the taxpaying public of what the extension worker has accomplished during the year.

2. It is a record of the year's work put into shape for ready reference in later years by the extension worker himself, or by his successors.

C. SUMMARY OF ACTIVITIES							
ACTIVITY	Total this month	Previous total	Total to date this year	ACTIVITY	Total this month	Previous total	Total to date this year
Number of days in office.....				Number of method demonstrations given.....			
Number of days in field.....				Attendance.....			
Number of miles traveled.....				Number of meetings at result demonstrations.....			
Number of extension agents visited.....				Attendance.....			
Number of leaders interviewed.....				Number of other meetings attended.....			
Number of result demonstrations visited.....				Attendance.....			
Number of other farms or homes visited.....				Number of individual letters written.....			
Extension organization committee meetings attended.....				Number of circular letters prepared.....			
Leader training meetings attended:				Number of news articles prepared.....			
Adult work.....							
Attendance.....							
4-H Club.....							
Attendance.....							

D. TIME DEVOTED TO FUNCTIONS							
SUPERVISORS			SPECIALISTS				
FUNCTION	NUMBER OF DAYS			FUNCTION	NUMBER OF DAYS		
	Total this month	Previous total	Total to date this year		Total this month	Previous total	Total to date this year
Administrative relations with counties—extension, organization, budgets, appropriations, etc.....				Program determination and project planning.....			
Relations with other cooperating organizations and agencies.....				Relations with cooperating organizations and agencies.....			
Personnel problems and working condition.....				Preparation of teaching materials.....			
Program determination.....				Assisting agents with teaching methods as applied to particular subject matter.....			
Project planning.....				Keeping other extension workers posted on subject matter.....			
Determining progress and accomplishments.....				Training of local leaders.....			
Improvement of teaching methods.....				Other direct teaching of rural people.....			
Conducting studies to determine more effective organization and teaching procedure.....				Determining project accomplishments.....			
Subject-matter assistance.....				Making studies to determine more effective methods of conducting project.....			
Reports and miscellaneous.....				Reports and miscellaneous.....			
Days devoted to adult work.....				Days devoted to adult work.....			
Days devoted to 4-H Club work.....				Days devoted to 4-H Club work.....			

FIGURE 19, continued.—Form EST 14: Page 3.

3. The annual report affords the extension worker opportunity to place his activities and accomplishments before superior officers, who form judgment as to which workers are deserving of promotion or best qualified to fill responsible positions when vacancies occur.

4. The inventory of the past year's efforts and accomplishment enables the extension worker to plan more effectively for the coming year.

5. An accurate report of his work is a duty every scientific worker owes to the other members of his profession.

6. Annual reports are required by the Smith-Lever law.

Statistical information on general activities and the teaching means and agencies employed in forwarding the various subject-

E. CERTIFICATE OF SERVICE	
I hereby certify that I have been on duty the entire month of _____, 19____, except as follows:	
Annual leave from _____	to _____
Sick leave from _____	to _____
Leave without pay from _____	to _____
(Signed) _____	Title _____
F. NARRATIVE REPORT BY COUNTIES	
(Attach a carbon copy of narrative on plain paper)	
<p><small>Discuss each county separately. Summarize the outstanding accomplishments, nature of work, methods used in advancing projects, status of projects, plans for follow-up, and observations of particular interest to supervisors and other specialists. Add additional pages if necessary.</small></p>	

FIGURE 19, continued.—Form EST 14: Page 4.

matter lines of work called for in the county statistical report are obtained directly from the monthly reports (form EST 13). Data on 4-H club work are supplied by the enrollment summary (form EST 6) and the individual record books turned in by the club members. The summary of practices adopted (form EST 11) and the permanent farm and home record (form EST 12) will furnish the information on practices adopted on farms and in homes. or

the information may be calculated from the results of sample interviews. Statistical information relating to the activities of the State supervisors and subject-matter specialists desired for annual reports may be derived directly from their monthly reports (form EST 14).

The same principles apply to the writing of narrative reports of all extension workers. A good narrative annual report enables the reader to obtain a comprehensive picture of—

1. What was attempted—the program as outlined at the beginning of the year.
2. How the work was carried on—the teaching methods employed.
3. The cooperation obtained from other extension workers, rural people, commercial interests, and other public agencies.
4. Definite accomplishments, supported by objective evidence.
5. Significance of the year's progress and accomplishments in terms of better agriculture, better homemaking, improved boys and girls, better rural living, etc.
6. How next year's work can be strengthened and improved in light of the current year's experience.

The narrative parts of the monthly reports and the material which has been placed in the project file during the year will furnish much of the material for the annual narrative report. Each leader of a county line of work—agricultural agent, home demonstration agent, 4-H club agent, Negro agent—and of a State-wide project, such as dairy, poultry, clothing, home management, should prepare a separate narrative report covering the work for which he or she has been responsible.

It is difficult to tell another person how to write a good annual report, but the following suggestions may be found helpful in some instances:

1. Read last year's report again.
2. Apply the criteria for a good annual report discussed above.
3. Go over the material assembled from the various office sources.
4. Prepare an outline.
5. Decide upon a few outstanding things to receive major emphasis.
6. Employ a newspaper style of writing, placing the more important information first.
7. Observe accepted principles of English composition, such as clearness, unity, and coherence.

SUMMARY

Practically all of the various record and report forms and procedures described in this circular have met the test of actual use under field conditions. Assembled into an integrated system they present a reasonably simple and reasonably adequate plan of field and office records, the keeping of which will make possible more satisfactory reports, and at the same time increase the efficiency with which extension work is conducted. Although the setting up and operating of a satisfactory system of records is not a particularly difficult task, it is one which cannot be left safely to the judgment of a newly employed office secretary, to the fancy of an agent who has given little thought to the matter, or to "just grow up" without proper guidance from the supervisory officer.

An orderly office, capable of yielding whatever information it may be properly called upon to supply in the efficient conduct of extension teaching, is well worth the price of a little foresight and planning.

U. S. GOVERNMENT PRINTING OFFICE: 1937

